

Appendix 1
to the Decision of the Management
Board of Kazakhtelecom JSC No. 20/76
Dated April 24, 2023

Map of stakeholders of Kazakhtelecom JSC

1. General provisions

1. This Map of Stakeholders of Kazakhtelecom JSC (hereinafter referred to as the Stakeholder Map) has been developed in accordance with the legislation of the Republic of Kazakhstan, the Articles of Association of Kazakhtelecom JSC (hereinafter referred to as the Company) and the Corporate Governance Code of the Company.

2. The Stakeholder Map has been developed to systematize and visualize information about the Company's environment in order to develop an adequate strategy for interaction with each of the stakeholders (Appendix 1 to the Stakeholder Map).

3. The interaction of the Company with stakeholders is based on the following principles:

Essentiality - the Company knows its stakeholders, as well as what its interests and what interests of stakeholders are essential for it;

Completeness - the Company understands the concerns of stakeholders, namely, understands their views, needs and expected results of activities, as well as their opinions on issues that are significant to them;

Responsiveness - The Company consistently responds to significant issues facing stakeholders and the organization itself.

4. The Stakeholder Map uses the following concepts and terms:

Stakeholders - are persons, groups or organizations that have a significant impact on the decisions made by the Company or are influenced by these decisions.

Shareholders - shareholders of the Company.

Board of Directors - managing body.

Subsidiaries - legal entities, fifty or more percent of voting shares (participatory interests) of which are directly owned by the Company on the basis of ownership or trust management.

Trade Unions - trade unions of the Company's employees, their associations, groups of the Company's employees uniting to protect their rights and improve their position.

Partners - individuals and/or legal entities (associations thereof) participating in mutually beneficial cooperation, including strategic partners.

Clients - individuals or legal entities to which the Company provides services, in accordance with the regulatory legal acts of the Republic of Kazakhstan, the Articles of Association and other internal documents of the Company.

Competitors - legal entities or individuals whose field of activity, whose interests and goals are identical in the field of activity, interests and goals of the Company.

International organizations - associations of an interstate or non-state nature, created on the basis of international agreements to achieve certain goals.

Financial institutions - organizations participating in the financial and credit system (state institutions, banks, insurance companies, investment funds, pension fund, etc.).

Creditors - international and regional financial institutions engaged in lending activities (IDB, ADB, IFC, second-tier banks of the Republic of Kazakhstan, etc.).

Exchange, Registrar - Kazakhstan Stock Exchange, Astana International Exchange, Joint Securities Registrar JSC.

Suppliers - individuals engaged in entrepreneurial activities, legal entities (with the exception of non-profit organizations, unless otherwise provided by the legislative acts of the Republic of Kazakhstan), associations of legal entities (consortiums) acting as the counterparty of the Company in the procurement agreement concluded with it.

Population (potential clients) - the totality of people living in the regions where the Company operates.

Public organizations - public associations, non-governmental organizations and others.

Mass media - sources of daily news and analytical information (newspapers and magazines, electronic media - Internet, radio and television).

2. Stakeholder analysis

5. Stakeholder analysis makes it possible to determine the list of all interested parties that may affect the activities of the Company; reflects the degree of influence of stakeholders, as well as the degree of their dependence on the decisions of the Company; makes it possible to identify potential difficulties that may reduce the success of the Company's activities; allows evaluating the means, rules and principles of communication with stakeholders and determining measures to reduce their negative impact on the Company's activities.

6. The process of assessment and analysis of stakeholders consists of three stages:

- 1) identification of stakeholders;
- 2) assessment of the influence and importance of stakeholders;
- 3) development of tactical actions to manage stakeholders.

7. Identification of stakeholders and work with them allows you to improve the business reputation of the Company, its capitalization, as well as to establish effective and balanced relations with all interested parties.

8. The Company distinguishes between two groups of stakeholders:

1) The inner circle (area of near influence) includes stakeholders who have a direct and significant influence on the decisions made by the Company or are influenced by these decisions. The inner circle of stakeholders includes:

Shareholders;

Board of Directors

Staff;

Subsidiaries;

Trade Unions;

Partners (including international ones) and suppliers of works, services and goods;

Clients.

2) The far circle (area of indirect influence) includes stakeholders who have an indirect influence on the decisions made by the Company. The range of stakeholders includes:

State bodies;

Competitors;

International organizations;

Financial institutions;

Creditors;

Exchange, Registrar;

Population;

Public organizations and local community;
Mass media.

9. Evaluation of the influence and importance of stakeholders:

Influence is the power of the stakeholder in influencing the Company, his ability to influence the activities of the Company, people who make decisions on key issues of the Company's activities.

Importance is the stakeholder's contribution to the result of the Company's activities. It is determined by the extent to which meeting the needs, solving the problems and interests of each stakeholder can affect the result of the Company's activities. The level of proximity of stakeholders (areas of influence) expresses the extent to which the Company can influence one or another interested party. The degree of influence and the degree of support / opposition of stakeholders is disclosed in Appendix 2 "Table of Interests and Interaction of Stakeholders".

10. The degree of importance of the influence of stakeholders is assessed by two parameters X / Y, where: X = -5; +5 (in increments of 1 or less) - characterizes the degree of stakeholder support for counteraction to the Company's activities and ranges from -5 (extreme degree of resistance) to +5 (highest degree of support); Y = 0; 5 (in increments of 1 or less) - characterizes the degree of influence of the stakeholder on the activities of the Company and ranges from 0 to 5.

$D = (\pm X + Y)$ - stakeholder importance parameter.

3. Determination of interests and development of an interaction strategy

11. Information obtained during the construction of the Stakeholder Map is presented in the Table of Interests and Interaction of Stakeholders (Appendix 2 to the Stakeholder Map).

12. Based on the obtained assessment of the degree of support for counteraction of the Company's stakeholder, assessment of the strength of its influence on the Company, as well as the parameters of the importance of the stakeholder, a strategy for interaction with this stakeholder is developed.

13. The strategy of interaction with each stakeholder, as well as the instruments of influence, are determined by the structural divisions of the Company independently, depending on the specifics of the activity.

14. Stakeholder management implies a targeted impact on them and includes the following tools: negotiations, contacts, other communications with stakeholders, motivation of stakeholders in order to perform certain actions, etc.

15. Table values are subject to change (not static), depending on the implementation of the interaction strategy, as needed. Based on the change in the indicators of the table, the indicators of the Stakeholder Map are updated.

16. The results of the efficient operation of the mechanism for managing relationships with stakeholders are expressed both in economic results (increase in profits, growth in the value of the Company, optimization of income, costs), and in the results that determine the success of the Company in the future (increasing the moral responsibility of employees, improving the quality of hired employees, increasing business sustainability through improved risk management).

17. The map of stakeholders comes into force from the date of approval by the authorized body of the Company. Amendments and additions to the Stakeholder Map are made in the manner prescribed by the Company's internal documents.

Appendix 1
to the Map of Stakeholders of Kazakhtelecom JSC,
approved by the Decision of the Management Board of Kazakhtelecom JSC
No. 20/76 dated April 24, 2023

Stakeholder Map

Low degree of influence		<ul style="list-style-type: none"> • State bodies • Exchange, Registrar 	<ul style="list-style-type: none"> • Board of Directors • Shareholders • Clients • Staff • Creditors • Mass media • Financial institutions
Average degree of influence	<ul style="list-style-type: none"> • Competitors 	<ul style="list-style-type: none"> • Partners and suppliers • Population • Public organizations and local community • International organizations 	<ul style="list-style-type: none"> • Subsidiaries

- inner circle
- outer circle

Quantitative range of degree of influence:

- Low degree of influence - from 0 to 2;
- Average degree of influence - from 2 to 3;
- High degree of influence - from 3 to 5

Quantitative range of degree of support (importance):

- Low degree of support - from -5 to 0;

High degree of influence			<ul style="list-style-type: none"> • Trade unions
	Low degree of support	Average degree of support	High degree of support

- Average degree of support - from 0 to 3;
- High degree of support - from 3 to 5.

Appendix 2
to the Map of Stakeholders of Kazakhtelecom JSC,
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No. 20/76 dated April 24, 2023

Table of interests and interactions of stakeholders

N o.	Stakeholders list	Degree of support/opposition by the stakeholder	Main Interests	Degree of influence of the stakeholder	Importance parameter	Instruments of influence	Interaction strategy
Inner circle							
1	Shareholders	+5	Increasing the value of the Company, receiving dividends, stability and expansion of the scale of activities, transparency, effective risk management, maximizing the	5	10	Law of the Republic of Kazakhstan “On Joint Stock Companies”, Articles of Association of Kazakhtelecom JSC, Regulations on the	Approval of the annual financial statements; distribution of net income; making key, strategic and investment decisions; election of members of the Board of Directors.

			value of the Company and the amount of the dividend.			Dividend Policy of Kazakhtelecom JSC, Corporate Governance Code, Regulations on Information Disclosure.	
2	Board of Directors	+5	General management of the Company's activities	5	10	Articles of Association of Kazakhtelecom JSC, Regulations on the Board of Directors of Kazakhtelecom JSC, Corporate Governance Code, Meetings of the Board of Directors,	Implementation of general management of the Company's activities; Determination of priority directions and development strategy of the Company.

						Financial statements, Annual report (approval), Other internal regulatory documents.	
3	Staff	+5	Results and achievements of the Company, prospects for the development of the Company, personnel and social policy, involvement and prospects for the development of personnel, measures for material and non-material motivation, youth policy, terms of the	5	10	Labor Code of the Republic of Kazakhstan, Strategy for increasing the shareholder value of Kazakhtelecom JSC, Code of business ethics, Personnel policy, Collective agreement, Internal	Channels of intracorporate communication; polls/questionnaires; reporting meetings of the top management of the Company with labor collectives; workshops; online conferences; negotiations to discuss the Collective Agreement; conciliation commissions; involvement of

			Collective Agreement.			documents of the Company on personnel management issues.	employees in the process of company management.
4	Subsidiaries	+5	Observance of the interests of shareholders / participants	3	8	Articles of Association of the Company, internal documents of the Company, Articles of Associations of subsidiaries	Implementation by the Company of its rights as a shareholder/participant of a subsidiary
5	Trade unions	+5	Social responsibility, protection of employees, terms of the Collective Agreement, compliance with the law	3	8	Law of the Republic of Kazakhstan “On Trade Unions”, Labor Code of the Republic of Kazakhstan, Social	Collective bargaining; joint decisions of the management and the trade union; conciliation commissions; a joint commission for the preparation of a draft

						Partnership Agreements, Collective Agreement	Collective Agreement and control over its implementation; Public Advisory Council of Kazakhtelecom JSC; Mediation Institute
6	Partners and suppliers	+3	Commercial interests	3	8	Agreements and memorandums	Mutually beneficial cooperation; improvement of business and technological processes and their automation; conclusion of contracts; control over the execution of contractual relations
7	Clients	+4	Commercial interests, qualitative characteristics of services, continuity of	5	9	Agreements	Ensuring compliance with the expectations of consumers of the Company's services;

			services, qualified service support for services.				conclusion of contracts, execution of contractual relations; customer satisfaction analysis
Outer circle							
8	State bodies	+3	Implementation of the functions established by the legislation of the Republic of Kazakhstan, implementation of the state policy in the field of telecommunicati ons, creation of jobs, implementation of initiatives in the field of environmental protection, low- carbon	5	8	Laws of the Republic of Kazakhstan, other regulatory legal acts of the Republic of Kazakhstan in the field of communicati ons State programs for socio- economic development , Resolutions and other	Participation in working groups, forums, conferences; coordination of the Company's actions, notification of authorities in cases established by the legislation of the Republic of Kazakhstan; providing feedback through the means of communication, the process of

			development, energy and resource-saving measures.			regulatory documents on the regulation of the Company's activities.	reaching consensus.
9	Competitors	-2	Increasing market share	3	1	Application of newer technologies, growth of assets, price competition, active advertising policy.	Following the principle of fair competition; monitoring and marketing research
10	International organizations	+4	Development of international cooperation between ITU, PCC member countries, exchange of experience, adoption of common standards in the use of	3	1	Support for joining international organizations	Participation in seminars on improving the quality of services in the CIS countries, participation in congresses, sessions, meetings, conferences; development of

			technologies; Ensuring the requirements of international standards and agreements in the field of sustainable development, fair and balanced growth, in compliance with environmental standards, in the development of infocommunication services.				international cooperation between PCC member countries, exchange of experience, adoption of common standards in the use of technologies; quick response in terms of providing answers to requests
11	Financial institutions	+5	Placement of free funds on deposits, maintenance of special accounts	5	10	Bank deposit agreements; General agreements; Interest rate	Meeting and consultation; conclusion of contracts; negotiation of remuneration rates; agreement on the expiration date

12	Creditors	+4	Target use of funds, compliance with the terms of loan agreements, timely repayment of principal and interest, stability and transparency of activities, maximization of profit on invested funds.	4	8	Loan agreements; prospectuses for the issue of debt securities; Law of the Republic of Kazakhstan "On the securities market"; Law of the Republic of Kazakhstan "On banks and banking activity"	Financing the activities of the Company; covenant structure; interest rate; general meeting of bondholders; disclosure of information through the media; negotiations, meetings with stakeholders
13	Exchange, Registrar	+3	Development of the securities market (listing rules, set of registrar rules)	4	7	Law of the Republic of Kazakhstan "On the Securities Market", Law of the Republic of Kazakhstan "On Joint	Providing feedback through the means of communication; negotiations, meetings with stakeholders

						Stock Companies”, Code of Rules of JSC “Unified Registrar of Securities”, Listing Rules of JSC “Kazakhstan Stock Exchange”	
14	Population	+3	Employability, quality of services, attractiveness of tariffs for services, receiving charitable assistance, health security	3	6	Public opinion, appeals to higher authorities, mass media	Reputation audit; feedback and surveys; informing potential customers about the level of development of the Company, about services and their quality; charity
15	Public organizations and local	+3	Various issues within the framework of the activities of	3	6	Articles of Association of the Company,	Compliance with legal norms; mutual agreement on general issues;

	community		public, non-governmental organizations			contractual relations under the concluded agreements	defending the rights and interests of the Company
16	Mass media	+4	Informing the public about the activities of the Company	4	8	Publications and informing about the activities of the Company; organization of interviews, press conferences; distribution of press releases, etc.	Implementation of PR activities; conveying to the target audience the strengths and capabilities of the Company; creating a positive public opinion; ensuring transparency of the Company's activities through reliable and timely disclosure of information; providing responses to media inquiries, timely response to negative materials.